

Improvement Planning

1. Introduction

- 1.1 TAES Self Assessment has many potential benefits. Essentially TAES Self Assessment is a means to ensure that your service plans contain relevant and valuable medium-term (i.e. up to one year) improvement projects.
- 1.2 This enables organisations to focus their resources and attentions on achieving tangible changes in the way the organisation works, which will in turn lead to improvements in the outcomes achieved.
- 1.3 This guidance is not mandatory; it merely reflects good practice.

2. Principles of Improvement Planning

- 2.1. Improvement planning involves prioritising the key areas for improvement and identifying the improvement projects that will make the greatest difference. The improvement plan should contain a small number of 'breakthrough' improvement projects, rather than many minor actions or incremental improvement tasks relating to parts of the organisation. At first this may seem counter-intuitive, as many areas for improvement will have been established during the Self Assessment. Remember that people will often (and should be encouraged to) go away from the Self Assessment and amend their team and individual plans as a result of learning from the Self Assessment. Remember also that "awareness is curative"¹ – people often alter their own behaviour merely as a result of becoming more aware of how they are doing.
- 2.2. The improvement projects should achieve sustainable change. This is achieved by focusing the projects on tackling root cause, changing the organisation's management system changes and embedding the changes into process documentation, team and individual goals and training and development plans.
- 2.3. Where possible the improvement projects should be allocated to Improvement Teams, which are given the complete responsibility to plan and implement the improvement action. Ideally, these teams should comprise staff involved in the particular process at all levels.

¹ Source: Timothy Gallwey – Inner Game of Work

- 2.4. Project management techniques should be used to plan and implement the improvements, including identifying defined outputs, clear start and finishing times, milestones, pilot projects and defined outputs. Improvement tools could also be used, including scenario planning, cause and effect analysis and creativity tools.
- 2.5. Implementing improvement projects involves people changing their working behaviour. Therefore consideration needs to be given to how this change is managed. This could include piloting, training, one-to-one and group Coaching or mentoring (i.e. people passing on their experience and knowledge to other people on a one-to-one basis).
- 2.6. To ensure effectiveness of this plan it is important that it is not seen as an “add-on” to the organisation. It must be seen as the integral element of service plans. Therefore it is important that the Self Assessment programme is co-ordinated with your planning cycle.
- 2.7. The improvement plan must be a working document, which enables the organisation to focus its resources and attentions on changing the way it works, which will in turn lead to improvements in the outcomes achieved.

An Example of an Improvement Plan

NOTE: In this example the Improvement Teams are responsible for agreeing and planning the specific actions

Ref	Improvement Project	Improvement Leader & Team	Project start date	Planned completion date	Links to strategy	What we have achieved
IP1	<p>Improve the organisation's strategic approach</p> <p><u>Project output:</u></p> <ul style="list-style-type: none"> • Clear performance outcomes established for the Partnership, based around increased participation, increased pathways for sport and increased volunteering • Performance measures and targets directly linked to these outcomes • Clear and compelling change goals established • Clear links to the CSP strategy and Council strategy • Centres base their programming, marketing and improvement planning on the strategy • Facility Development Plans based on the outcomes • A strategy review and development process in operation <p><u>Ideas:</u></p> <ul style="list-style-type: none"> • Develop a benchmarking partnership with Othershire Council in relation to setting outcomes • Investigate a Balanced Scorecard approach as a simple way of organising strategy 	<p>Julie Smith</p> <p>Fred Jones Jane Thomas John Peters Peter Perkins</p>	1 st April 2006	30 th September 2006	Strategic objectives 1, 2 and 3	

Ref	Improvement Project	Improvement Team & Leader	Project start date	Planned completion date	Links to strategy	What we have achieved
IP2	<p>Improve the involvement of all staff and partners in improvement activity</p> <p><u>Project Output:</u></p> <ul style="list-style-type: none"> • Cross-functional improvement teams, including representatives from Partners set up for each improvement project with responsibility for 'PDCA' • A system in place for establishing which people will be involved in which teams • A system in place for capturing and using people's improvement ideas 		1 st April 2006	30 th September 2006	Strategic objective 2 and 4	
IP3	<p>Improve performance measurement and review</p> <p><u>Project Output:</u></p> <ul style="list-style-type: none"> • A system in place for collecting and collating performance information relating to the performance measures • A system in place to measure customer, partner and staff satisfaction • A system in place for analysing the performance information in relation to historical trends and internal targets • Review of performance trends built into the Self Assessment process <p><u>Ideas:</u></p> <p>Investigate a Balanced Scorecard approach to reviewing performance</p>		1 st July 2006	31 st March 2006	Strategic objectives 1 and 3	